

## 2025 LOSSAN Agency Work Plan Progress Report – January 2025 to June 2025

### INITIATIVE: MAXIMIZE CUSTOMER FOCUS

Goal: Improving User Experience

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Work with Amtrak to complete wayfinding signage update at stations.	Coordinate with Amtrak to ensure consistency in signage plan for each station.	Ongoing	On-Target	The LOSSAN Agency nearing the completion of the installation of new signage at Camarillo Station and will next work on Anaheim ARTIC Station.
	Support Amtrak through coordination in an effort to address ADA deficiencies at stations.	Ongoing	On-Target	The LOSSAN Agency is acting in the capacity of a support role as required by Amtrak.
Review and adjust Cafe Car menu to prioritize locally sourced products, coordinating with Amtrak on biannual menu refreshes that showcase local and regional products, and implementing enhancements throughout the year, as needed.	Execute semiannual menu refreshes in April and October.	October 2025	On-Target	The April 2025 menu refresh was executed successfully on April 2, 2025, and planning is already underway for the October 2025 menu refresh.

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Review and adjust Cafe Car menu to prioritize locally sourced products, coordinating with Amtrak on biannual menu refreshes that showcase local and regional products, and implementing enhancements throughout the year, as needed.	Implement an updated price list to reflect rising product and operational costs.	October 2025	On-Target	Planning is already underway for updating the price list as part of the October 2025 menu refresh.
	Implement a new visual identity for the café Car with updated fonts, color schemes, and visual designs across menus and other customer-facing materials.	October 2025	On-Target	
Develop and implement marketing strategies to increase ridership with a focus on retaining current customers and attracting new riders.	Drive ridership through digital advertising and paid media.	Ongoing	On-Target	In March 2025, LOSSAN implemented an updated digital advertising plan to optimize targeting of new riders.
	Grow and optimize the email marketing channel.	Ongoing	On-Target	
	Increase social media engagement and content output.	Ongoing	On-Target	

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Continue to work with Amtrak on identifying solutions to offer checked baggage services in a cost effective and efficient way.	Coordinate with Amtrak to analyze cost recovery options for implementing checked baggage service, including development of a per-bag fee structure.	July 2025	On-Target	At its June 2025 meeting, the LOSSAN Board approved reinstating checked baggage service and implementing a per-bag fee. LOSSAN is currently working with Amtrak to establish an implementation date.
Develop initiatives to enhance the on-board experience for customers.	Implement a standardized set of evergreen questions for all online passenger surveys to consistently measure satisfaction over time	March 2025	Completed	Initial set of questions implemented on-schedule, periodic refinements of questions to follow throughout the rest of the year.
	Assess the feasibility of an onboard entertainment platform for passengers and initiate procurement if implementation is warranted.	November 2025	On-Target	

## INITIATIVE: MAXIMIZE CUSTOMER FOCUS

Goal: Integrating with Destinations

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Focus on planning efforts for major upcoming events, including the LA28 Olympics and World Cup, by coordinating with Amtrak and regional stakeholders.	Participate in the LA28 GME Regional Rail Subcommittee Meetings.	Ongoing	On-Target	Actively participating in GME and coordinating with corridor stakeholders.
Build partnerships with venues, convention and visitor bureaus, universities and schools, cities, counties, and other corridor stakeholders to enhance connectivity, boost ridership, and improve mobility.	Build and strengthen relationships with regional partners.	Ongoing	On-Target	Developed comprehensive list of CVBs and initiated outreach.
	Collaborate on co-branded marketing and event campaigns.	Ongoing	On-Target	Executed co-branded campaigns with the California Strawberry Festival in Ventura, Wonderfront Festival in San Diego, and others.
	Market the Pacific Surfliner to major destinations.	Ongoing	On-Target	Active partnerships with both the Disneyland Resort and the San Diego Zoo.

## INITIATIVE: MAXIMIZE CUSTOMER FOCUS

Goal: Integrating with Transportation Partners

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Work with regional partners and stakeholders to develop regional fare products and programs that provide rail flexibility and equitable farebox recovery.	Participate in State-led fare integration discussions and collaborate with regional partners to evaluate fare media options and develop flexible, equitable regional fare products. Coordinate with CalSTA and Caltrans on statewide efforts to implement integrated fare systems through initiatives like Cal-ITP.	Ongoing	On-Target	LOSSAN Agency is actively participating as a founding member of the California Rail Payments Alliance, led by CalSTA.

## INITIATIVE: MAXIMIZE CUSTOMER FOCUS

Goal: Maintaining Sustainable Fares

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Advance implementation of demand pricing pilot.	Coordinate with Amtrak to resolve technical and operational issues related to implementation of demand-based pricing.	July 2025	On-Target	LOSSAN is in ongoing discussions with Amtrak to resolve any remaining issues to allow the demand pricing pilot to move forward to the next phase of planning and implementation.
	Work with Amtrak to define reserved seating enforcement policies and assess feasibility of phased implementation.	September 2025	On-Target	LOSSAN is currently working with Amtrak to develop a plan for transitioning to fully reserved coach seating. This would serve as the first step in implementing the demand pricing pilot.

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Advance implementation of demand pricing pilot.	Evaluate options to integrate Metrolink and NCTD cross-honoring into the Amtrak reservation system, including use of the RideReserve platform.	December 2025	On-Target	Amtrak is in the process of replacing its current ticketing and reservation system, with the new system expected to be operational by 2027. In the interim, Amtrak is advancing the RideReserve initiative to support cross-honor riders from Metrolink and COASTER on Pacific Surfliner's all-reserved service. While final deployment timelines and system capabilities are still being confirmed, Amtrak staff have indicated a target implementation by late 2025 or early 2026. LOSSAN will continue to coordinate with Amtrak on integration options as more details become available.
Assess current fare structure to ensure it meets Agency financial and operating objectives.	Coordinate with Amtrak to determine feasibility of short-term fare structure changes and document recommended interim adjustments.	June 2025	Completed	LOSSAN has been coordinating with Amtrak on potential short-term fare changes. It was determined that postponing these changes until the demand pricing pilot is implemented will avoid placing multiple fare adjustments on passengers in a short period and help maintain a positive impression.

## INITIATIVE: OPTIMIZE OPERATIONS OF PACIFIC SURFLINER SERVICE

Goal: Expanding Service

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Coordinate with Amtrak, Caltrans, and JPA partners to implement strategic service level increases that support long-term service goals consistent with the State Rail Plan and the LOSSAN Agency Strategic Plan.	Implement 11th, 12th and 13th roundtrips between Los Angeles and San Diego.	December 2025	On-Target	Implemented 11 <sup>th</sup> round trip on March 31 <sup>st</sup> and 12 <sup>th</sup> round trip on June 16 <sup>th</sup> . Schedule and equipment planning for 13 <sup>th</sup> round trip underway.

## INITIATIVE: OPTIMIZE OPERATIONS OF PACIFIC SURFLINER SERVICE

Goal: Providing Better System Performance

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Complete the final design of the Central Coast Layover Facility.	Continue to hold regular, bi-weekly meetings with Design Consultant to ensure project is progressing on schedule and on budget.	September 2025	On-Target	These meetings will end once the design phase is complete.
	Update project status dashboard with critical data relating to budget and schedule on a monthly basis and make it available to upper management.	On-going	On-Target	These updates have been submitted on a regular monthly basis since January 2025. These are Design Phase focused. An overall project dashboard is being developed and will take over after the design phase is complete.
	Track project risks and lessons learned on a regular basis. Develop strategies to mitigate and manage risk. Develop recovery plans/schedules should additional, unforeseen work be required.	On-going	On-Target	A risk register was developed earlier this year. These will be refined on a quarterly basis. Registers for "lessons learned" are still in development.

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Advance designs of the Goleta Layover Facility expansion and the Leesdale Siding, coordinating with project stakeholders.	For Goleta, develop plan for alternative sites since existing location is not conducive for UPRR maintenance access. Develop Evaluation Criteria for these sites, score and rank them, and make decision on which site to move forward on keeping UPRR in the loop throughout the process.	July 2025	On-Target	Plan for alternative sites has been underway and conceptual layouts have been prepared. Additional alternatives are being prepared along with Rough Order of Magnitude cost estimates. Discussion on Evaluation Criteria has begun.

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Advance designs of the Goleta Layover Facility expansion and the Leesdale Siding, coordinating with project stakeholders.	For Leesdale, continue to hold regular, bi-weekly meetings with Design Consultant and make updates to project dashboard to ensure project is progressing on schedule and on budget. Also hold a broader bi-annual meeting for all stakeholder parties involved.	March 2026	On-Target	Bi-weekly meetings are continuing and will continue through the Anticipated Completion Date. The next bi-annual meeting is anticipated in the next couple of months.
	For Leesdale, track project risks and lessons learned on a regular basis. Develop strategies to mitigate and manage risk. Develop recovery plans/schedules should additional, unforeseen work be required.	On-going	On-Target	A risk register was developed earlier this year. These will be refined on a quarterly basis. Registers for “lessons learned” are still in development.
Coordinate with transportation partners and stakeholders to promote rail safety and improve reliability.	Reestablish partnership with Operation Lifesaver.	September 2025	On-Target	Initiated 2025 partnership with Operation Lifesaver for Rail Safety Month, including targeted outreach within the corridor in September 2025.

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Coordinate with transportation partners and stakeholders to promote rail safety and improve reliability.	Expand placement of mental health awareness signage.	September 2025	On-Target	The LOSSAN Agency will identify new locations for signage placement during Summer 2025.

## INITIATIVE: OPTIMIZE OPERATIONS OF PACIFIC SURFLINER SERVICE

Goal: Improving Regional Connectivity

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Implement the Federal Corridor Identification and Development Program with Caltrans by coordinating corridor-wide efforts with key stakeholders.	Participate in state and federal Corridor ID planning processes.	Ongoing	On-Target	Participating in regular meetings with Caltrans, FRA, and other stakeholders.
Review existing rail interoperability services and explore additional opportunities, focusing on a seamless rider experience, financial sustainability, operational impact, and overall alignment with organizational goals.	Conduct evaluation of the Rail 2 Rail program, including codeshare pilot with Metrolink north of Los Angeles, to determine effectiveness and feasibility of expansion to other segments of the corridor.	July 2025	On-Target	Evaluation of the Rail 2 Rail program and Metrolink codeshare pilot is currently underway, which is focused on effectiveness, feasibility, and alignment with potential demand-based pricing. The Metrolink agreement was renewed in June 2025, and renewal of the agreement with NCTD is currently being pursued.

## INITIATIVE: PRIORITIZE BUSINESS SUSTAINABILITY

Goal: Being Fiscally Responsible

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Create mid- to long-term financial plan to address future funding needs.	Develop 5-year financial forecast for operations and capital projects.	September 2025	In Development	Work has continued to progress on complex models that will provide a long-term forecast for Pacific Surfliner operations and capital expenses. These models encompass every forecasted cost category from Amtrak operating, Administrative, and marketing costs.
	Creation of cash flow models based on historical information, service projections and other macro-economic assumptions.	September 2025	In Development	Development of these cash flows is ongoing, with work expected to be completed by September 2025. Significant progress has been made. Once complete, testing will be completed to ensure models are working properly for decision making purposes.
Develop and implement a plan for generating advertising revenue through train wraps and other onboard assets.	Release an RFP to bring on a vendor to provide advertising services.	November 2025	On-Target	The scope of work is currently in development and undergoing internal review.

## INITIATIVE: PRIORITIZE BUSINESS SUSTAINABILITY

Goal: Being Leaders in Business Management

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Research and leverage federal and state operating and capital funding opportunities that support LOSSAN Agency goals.	Coordinate with stakeholders and member agencies to leverage funding opportunities.	Ongoing	On-Target	This is an ongoing business process. LOSSAN staff has done incredible work in leveraging funding opportunities, while working with external stakeholders and member agencies. Examples include the R&E grant – through coordination with Caltrans (\$27.2 million), 2024 TIRCP, through coordination with the CRCC (\$26.2 million), and 2022 SCCP through collaboration with VCTC (\$43.5 million).
Maintain sound financial and business management practices, including utilizing key business and performance metrics to drive decisions.	Develop a centralized KPI dashboard using Power BI to improve internal visibility of financial and operational performance metrics.	December 2025	On-Target	This project is currently in process. Staff is working to develop and manipulate large data sets to produce KPI information that will be very useful for decision making purposes, while also used to evaluate the best use of operational and capital funding. These are all new processes that will take time to develop correctly.

Maintain sound financial and business management practices, including utilizing key business and performance metrics to drive decisions.	Maintain and enhance internal datasets to support data-driven decision-making and expand tracking of key business indicators.	December 2025	In Development	Staff are working with Amtrak to see what additional datasets are available for LOSSAN use. Once this is determined, LOSSAN staff will compile new information, along with information currently gathered, to maximize the key indicators provided to executive management.
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## INITIATIVE: PRIORITIZE BUSINESS SUSTAINABILITY

Goal: Supporting Equity and Inclusion

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Expand multilingual marketing efforts to ensure equitable access to the Pacific Surfliner.	Deploy evergreen Spanish language advertising.	November 2025	In Development	Developed multicultural outreach plan as part of the field marketing contract. Implementing Spanish-language advertising. In May 2025, the LOSSAN Board approved a Limited English Proficiency Plan, which will be implement by December 2025.
Improve accessibility at stations by implementing the signage improvement plan.	Develop station-specific signage plans.	March 2026	On-Target	Using available satellite imagery and field photographs to develop basemaps for signage drawings.
	Complete standard signage template designs for consistency between stations.	March 2026	On-Target	Ongoing coordination with Amtrak to ensure consistency with Pacific Surfliner signage

## INITIATIVE: PRIORITIZE BUSINESS SUSTAINABILITY

Goal: Being Environmentally Conscious

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Support coastal rail protection and sustainability efforts along the LOSSAN Corridor including opportunities for streamlining project permitting.	Coordinate with railroad owners and stakeholders on support and implementation of coastal rail protection projects along the corridor.	Ongoing	On-Target	Recurring meetings were held with SANDAG on Del Mar Phase 5, resulting in the execution of the first cooperative agreement for reimbursement of bus bridge and support costs during work windows. Regular coordination with OCTA and Metrolink on the San Clemente rail protection project led to the execution of a cooperative agreement for reimbursement of bus bridge costs. Coordination also continued with Union Pacific Railroad on the implementation of rail resiliency projects and protection measures on the northern end of the corridor, including completion of the Surfin' Cowboy project and ongoing work at Honda Bluffs and Hollister Ranch.
	Support legislation and funding efforts to advance resilient infrastructure and service improvements, including streamlining permitting for high-risk areas in the corridor.	Ongoing	On-Target	Provided letter of support for Federal RAISE grant funding to support the North Oceanside Double Track Project. Coordinating review and position on SB 741 with the government relations team.

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Participate as a key stakeholder in the SB1098 working group to address corridor sustainability and Improvements.	Attend 1098 Stakeholder meetings and actively participate in the planning process.	December 2025	On-Target	